

3 December 1975

Dear Mr. Rodriguez;

I apologize for not responding earlier to your request for comments on the Industrial College of the Armed Forces. Somehow, despite the fine training I received at ICAF, I now seem to have less control over how I spend my office time than ever.

My overall comments about the Industrial College are quite favorable. I feel that I got a lot out of the school and that, in general, they do a good job. Because you stated that General Antonelli wanted constructive criticism, I will restrict my remarks here, however, to what I feel are some negative aspects of ICAF.

First, the quality of the instructors at ICAF was quite uneven, with a number of mediocre faculty members in both the military and civilian staffs. The school probably cannot do much about the quality of the military faculty, but I would suggest that they hire most of the civilians from universities on three-year term appointments. The Federal Executive Institute does this and gets a number of instructors that they could not get on a permanent basis. I felt that some of the civilian instructors had been at ICAF too long and were just coasting.

Writing research papers was nearly a complete waste of time. My criticism here relates in part to my comments above about the instructors; no school should ask students to write papers unless the school is equipped and prepared to offer good constructive criticism on what the students write. I was not even certain anyone ever read what we wrote and most of us were just trying to complete what we felt were make-work exercises. The long research paper in particular was a waste of time for me; I could have made better use of the time on other studies.

25X1C I understand that the school has now dropped the overseas trip. If so, this is a real loss for those of us from the DDI who usually get to talk only to [REDACTED] people when we take trips overseas. I felt that I got as much out of the two field trips as I did out of the rest of ICAF.

The other questions you asked in your letter are a little more difficult to answer. At this point, I cannot tell if attending ICAF will enhance my career; I suspect that it will but it is too early to

say for certain. Ideally, it might have been better if I had gone to ICAF a few years earlier but this was not a serious problem and the decision on that was made here at the Agency, not at ICAF.



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